

# Limited brands

A close-up photograph of two women with long, wavy hair, wearing white lace lingerie. They are looking directly at the camera with serious expressions. The woman on the right has her hand placed on the chest of the woman on the left. The background is dark and out of focus.



**“Our brands are  
about innovation –  
about next.”**

*Les Wexner*

# Dear Partner

The past year highlighted a theme central to our thinking. We live in a world of continuous change. For our business, change comes in many forms. In everything from new shopping patterns and habits, to a fundamental shift in the most basic principles of the retail calendar, change is everywhere. We embrace change. Frankly, we like it. It's challenging, stimulating and it's embedded in our culture.

So, too, is growth. Make no mistake, we continue to set aggressive growth goals for every part of the business. Our planning processes are continuously geared to growth in a changing world. We foresaw the uncertain environment before the start of 2002 and we prepared for it. In a difficult retail climate, we managed to grow earnings by 27%, or more than \$145 million. I believe that we can do even better.

We continue to simplify our business structure dramatically – through spin-offs, split-offs and sales of businesses including this year's sale of Lerner New York. At the same time, we've returned more than \$8 billion in value to our shareholders over the past seven years. We've done more than just merge with Hirsch's Brands and rename the Company – we've radically transformed ourselves into a worldwide leader in lingerie, personal care and apparel. We also evolved the leadership model of the business, creating the Office of the Chief Executive with the promotion of Len Schlesinger to Vice Chairman.

Today, our business is driven by three value-based levers:

- **Capability**
- **Speed**
- **A focused portfolio of world-class brands**

Let's look at each:

**First, capability.** Our financial position is quite powerful. At year's end, we had \$2 billion in cash, coupled with relatively little debt. This financial strength gives us the ability to capitalize on opportunities as they present themselves. For the moment, I'm comfortable with our cash position and pleased, in these uncertain times, to have our financial strength. I may be viewed as financially conservative, but in the current environment, I'd see any other attitude as reckless and fiscally irresponsible.

Still, we are putting our cash to work. We recently announced a \$150 million share repurchase program and a 30% increase in our annual dividend, resulting in a dividend yield that is among the highest in retail. We are looking for new concepts and growth opportunities – both inside and outside the business. When opportunities or ideas present themselves, we will be vigorous in pursuing them. We have the resources to do almost anything we can imagine. And, we are exactly where we want to be financially to support our growth.

**"Our financial strength gives us the ability to capitalize on opportunities as they present themselves."**

At the same time, we are staying disciplined. Under Ann Haley's leadership, inventories are well managed and well controlled. By staying lean, and keeping inventories fresh, we protect the downside and are positioned to chase any upside. Right where we want our brands to be.

Under Len Schlesinger's leadership, we've made dramatic progress in all of our support functions. Len is focused on operational initiatives in support functions that drive efficiencies, and on building capabilities that will support the continued growth of our brands – from idea to concept, from concept to market, and from market to customer.

Let me expand on this a bit:

**Idea to concept** – great ideas are important, but they are nothing without execution. We're building important alliances with vendors and suppliers worldwide to assure that great ideas get great execution. And we're encouraging these same suppliers (and outside designers) to provide a steady stream of fresh products.

**Concept to market** – it's all about speed. Getting our product to customers as quickly as possible. Clearly, we are fashion brands and the fashion cycle is getting faster. We put the priority on speed, flexibility and agility in our sourcing, and in our demand chains, because our customers pay a premium for fashion that's right and first.

**Market to customer** – we have to deliver fresh concepts in store environments that are dynamic, exciting and easy to shop. Beyond store design, that means the quality and training of our store associates, the way merchandise gets from our distribution centers to the selling floor, over the registers on which sales are rung.

We also have to have the right real estate. We've begun a sweeping review of our real estate portfolio, a first-rate first optimization model. By the end of the year, we'll have developed strategic and tactical plans to maximize the productivity and profitability of each and every location. Clearly, we have a lot of stores. But are they positioned for their highest and best use? What's the right long-term view? How do we get the greatest return?

Real estate is, and always has been, the longest-term marketing and capital decision we make. Stores, like brands, need to stay fresh and current. Our brands have to continue to be an exciting part of the new retail mix. We must develop dramatic reasons for customers to shop us first. It is imperative that store designs reflect forward brand positions. Designs that help keep the brands interesting and vital. Designs that help the brands evolve.



Our new Victoria's Secret Fashion Show store at 34th and Broadway in New York City.

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"we've radically transformed ourselves into a worldwide leader in lingerie, personal care and apparel."

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Our latest store designs for Victoria's Secret, Bath & Body Works and Express are doing just that. Creating more demand from customers, and strong interest from real estate developers. Over the next five years, we will complete the reconstruction of most of our stores in the top 180 malls in the country – the stores that represent a disproportionate share of our sales and profits.

Our next key lever is talent. As an enterprise, Limited Brands has developed the talent to allow us to grow our brands to multi-billion dollar status.

Talent is critical to success in any industry. And we have been called the most talent rich organization in specialty retailing. We see the current retail environment as an opportunity to capitalize even further on securing additional best talent from across the industry.

Finally, there is our focused portfolio of world-class brands. Our distinctive blend of beauty, lingerie and apparel gives us a balance that is unique and insightful. It was not accidental. It was a carefully considered strategic action – designed to maximize growth opportunities, while balancing exposure to any individual sector.

Our three major brands – Victoria's Secret (led by lingerie and beauty in three channels of distribution), Bath & Body Works (personal care) and Express (apparel) distinguish us from our competition. We are not apparel retailers. We are brand managers who control not only our own distribution, but the entire customer experience.



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**Victoria's Secret Direct**  
Through Victoria's Secret Catalogue and VictoriaSecret.com, Victoria's Secret Direct makes it possible for our clients to experience the sexy and sophisticated intimate lifestyle of Victoria's Secret 24 hours a day, 7 days a week.

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## Victoria's Secret

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Victoria's Secret had an excellent year with strong results across all three channels: Victoria's Secret Stores, Victoria's Secret Beauty and Victoria's Secret Direct. Our continued focus on "best-of" bras, the success of "Very Sexy" and "Body by Victoria" – both in lingerie and in beauty – and the dramatic improvement in the skilling assortment and internet growth at Direct, made Victoria's Secret one of the most successful and recognized brands in the world.





Victoria's Secret Beauty







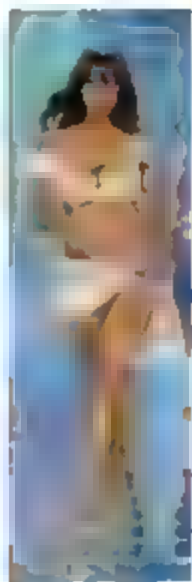
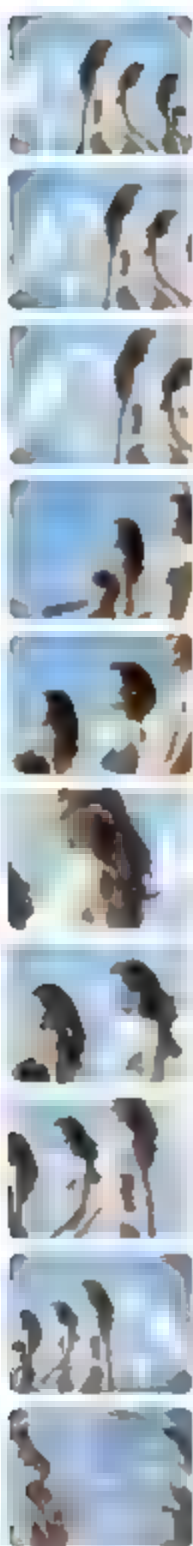
Victoria's Secret



Over 60% of Victoria's Secret customers say they find learn of new products through our powerful television commercials.



Targeted, highly aspirational direct mail focuses on best customers to drive results.



The Victoria's Secret Fashion Show is one of the most watched television events in the world.

Victoria's Secret has an excellent brand position, supported by superb marketing. Victoria's Secret knows its customer and how to communicate with her. From the nationally televised fashion show, to exciting results-oriented TV and online advertising, to targeted customer relationship marketing that drives traffic and transactions, Victoria's Secret cuts through. Building strong and ongoing relationships with best customers is important to each of our brands, and specialization and customization have never been more important. Clearly, Victoria's Secret understands and demonstrates this.

Victoria's Secret is truly a great brand, and I'm optimistic all strong growth will continue. The fashion offerings have improved dramatically over the last few years, and our fashion show clearly showcases that improvement to the world. We looked at the new year for 2008 and it takes on a new level of excitement. The sub-brands continue to gain clarity and opportunities for new products and expanding the customer base around introductions like "Pink," "What is Sexy," and "Very Sexy" for men and women that will make new "entire" line continuing reasons to shop. Victoria's Secret is a classic, iconic brand with a bright future.







"Innovation and change in business structure, products, marketing and more."

As the business environment continues to evolve, companies must adapt to new challenges and opportunities. This includes embracing digital transformation, fostering innovation, and building resilient business models. Companies that fail to adapt may find themselves at a competitive disadvantage in the global market.

One of the key drivers of business change is technology. The rapid advancement of artificial intelligence, cloud computing, and data analytics is transforming the way businesses operate. Companies that leverage these technologies can gain significant competitive advantages. For example, AI can streamline operations, reduce costs, and improve customer experiences. Cloud computing enables businesses to scale their operations and collaborate more effectively. Data analytics provides valuable insights into customer behavior and market trends, allowing businesses to make data-driven decisions.





## Express

Express is in the midst of a very positive transition to a dual gender brand. Our goal is to mirror the look of the Best of dual gender stores, with increased productivity and profitability. We've seen encouraging results from the retail dual gender teams, where positive change, combined with national signage changes, have led to double-digit increases in productivity. We're accelerating the conversion to dual gender with another 10 stores planned in 2010.

## The Limited

While The Limited brand is still underperforming, it is improving. The brand is much cleaner and we are beginning to see strong encouraging results within specific categories. Customers are rediscovering The Limited. If we can prove that the brand is relevant, the future can be both bright and profitable.

## Additional Growth Opportunities

There is great potential for growth within each of our brands, as well as growth opportunities for us both outside the category. The personal care category, for example, is clearly a future growth channel for the business. Vanity, Vanity by Express Beauty and Skin & Body Water moved the latter to combined personal care and cosmetics revenues. We see continued growth here, and we're decidedly embracing Additions, no matter their source, that could result in new products, new channels of distribution or new markets.

### Final Thought

One of the most beautiful things I witnessed during my time at Express was the dedication of our people. From David's 10th birthday party to a moment for a friend, my friends and I were always being taken care of.











Radio Heidelberg



# Financial Results



Company and Brand Highlights



Financial Summary and Management's  
Discussion and Analysis



Consolidated Statements of Income  
Consolidated Balance Sheets



Consolidated Statements of Shareholders' Equity  
Consolidated Statements of Cash Flows



Notes to Consolidated Financial Statements



Report of Independent Accountants  
Market Price and Dividend Information



Executive Officers and Board of Directors  
Company Information

# Operating Results

Comparable store sales increase (decrease)	2002	2001	2000
U.S. stores	1%	1%	5%
International stores	1%	1%	1%
All stores	1%	1%	3%
Net sales	2002	2001	2000
U.S. stores	\$1.1B	\$1.0B	\$1.0B
International stores	\$1.0B	\$1.0B	\$1.0B
All stores	\$2.1B	\$2.0B	\$2.0B
Adjusted operating income	2002	2001	2000
U.S. stores	\$1.0B	\$1.0B	\$1.0B
International stores	\$1.0B	\$1.0B	\$1.0B
All stores	\$2.0B	\$2.0B	\$2.0B
Number of stores	2002	2001	2000
U.S. stores	1,000	1,000	1,000
International stores	1,000	1,000	1,000
All stores	2,000	2,000	2,000
Selling square feet	2002	2001	2000
U.S. stores	4,000	4,000	4,000
International stores	4,000	4,000	4,000
All stores	8,000	8,000	8,000
Sales per average selling square foot	2002	2001	2000
U.S. stores	\$1.0	\$1.0	\$1.0
International stores	\$1.0	\$1.0	\$1.0
All stores	\$1.0	\$1.0	\$1.0

Year-End Position	2002	2001	2000
U.S. stores	1,000	1,000	1,000
International stores	1,000	1,000	1,000
All stores	2,000	2,000	2,000
Selling square feet	8,000	8,000	8,000
Sales per average selling square foot	\$1.0	\$1.0	\$1.0

	2002	2001	Change	2002	2001	Change	2002	2001	Change
<b>Sales</b>									
U.S. stores	\$1.1B	\$1.0B	10%	\$1.1B	\$1.0B	10%	\$1.1B	\$1.0B	10%
International stores	\$1.0B	\$1.0B	0%	\$1.0B	\$1.0B	0%	\$1.0B	\$1.0B	0%
All stores	\$2.1B	\$2.0B	5%	\$2.1B	\$2.0B	5%	\$2.1B	\$2.0B	5%
<b>Adjusted operating income</b>									
U.S. stores	\$1.0B	\$1.0B	0%	\$1.0B	\$1.0B	0%	\$1.0B	\$1.0B	0%
International stores	\$1.0B	\$1.0B	0%	\$1.0B	\$1.0B	0%	\$1.0B	\$1.0B	0%
All stores	\$2.0B	\$2.0B	0%	\$2.0B	\$2.0B	0%	\$2.0B	\$2.0B	0%

Adjusted operating income is calculated as operating income, excluding the effect of currency exchange rates, and is not a measure of cash flow.



	2002	2001	2000
Net sales	\$1,000,000	\$950,000	\$900,000
Cost of goods sold	(400,000)	(380,000)	(360,000)
Gross profit	600,000	570,000	540,000
Operating expenses	(200,000)	(190,000)	(180,000)
Operating income	400,000	380,000	360,000

Victoria's Secret Stores (Lingerie and Beauty)	2002	2001	2000
Net sales	\$1,000,000	\$950,000	\$900,000
Cost of goods sold	(400,000)	(380,000)	(360,000)
Gross profit	600,000	570,000	540,000
Operating expenses	(200,000)	(190,000)	(180,000)
Operating income	400,000	380,000	360,000

Victoria's Secret Direct	2002	2001	2000
Net sales	\$1,000,000	\$950,000	\$900,000
Cost of goods sold	(400,000)	(380,000)	(360,000)
Gross profit	600,000	570,000	540,000
Operating expenses	(200,000)	(190,000)	(180,000)
Operating income	400,000	380,000	360,000

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Gross profit	600,000	570,000	540,000
Operating expenses	(200,000)	(190,000)	(180,000)
Operating income	400,000	380,000	360,000

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Operating expenses	(200,000)	(190,000)	(180,000)
Operating income	400,000	380,000	360,000

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Operating expenses	(200,000)	(190,000)	(180,000)
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Operating expenses	(200,000)	(190,000)	(180,000)
Operating income	400,000	380,000	360,000

# Summary of Operations

Revenue	\$1,000,000
Cost of sales	(500,000)
Gross profit	500,000
Operating expenses	(200,000)
Operating income	300,000
Other income (expense)	(50,000)
Income before taxes	250,000
Income tax expense	(75,000)
Net income	175,000

## Per Share Results

Basic earnings per share	\$1.75
Diluted earnings per share	\$1.70
Dividends per share	\$0.50
Weighted average shares outstanding	100,000

## Other Financial Information

Interest expense	\$50,000
Interest income	\$10,000
Other income	\$10,000
Other expense	\$10,000
Other income	\$10,000
Other expense	\$10,000
Other income	\$10,000
Other expense	\$10,000
Other income	\$10,000
Other expense	\$10,000

## Notes and Associates at End of Year

Notes	100,000
Associates	100,000
Other	100,000

	2001	2000	1999	1998
Revenue	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Cost of sales	(500,000)	(500,000)	(500,000)	(500,000)
Gross profit	500,000	500,000	500,000	500,000
Operating expenses	(200,000)	(200,000)	(200,000)	(200,000)
Operating income	300,000	300,000	300,000	300,000
Other income (expense)	(50,000)	(50,000)	(50,000)	(50,000)
Income before taxes	250,000	250,000	250,000	250,000
Income tax expense	(75,000)	(75,000)	(75,000)	(75,000)
Net income	175,000	175,000	175,000	175,000

	2001	2000	1999	1998
Basic earnings per share	\$1.75	\$1.75	\$1.75	\$1.75
Diluted earnings per share	\$1.70	\$1.70	\$1.70	\$1.70
Dividends per share	\$0.50	\$0.50	\$0.50	\$0.50
Weighted average shares outstanding	100,000	100,000	100,000	100,000

	2001	2000	1999	1998
Interest expense	\$50,000	\$50,000	\$50,000	\$50,000
Interest income	\$10,000	\$10,000	\$10,000	\$10,000
Other income	\$10,000	\$10,000	\$10,000	\$10,000
Other expense	\$10,000	\$10,000	\$10,000	\$10,000
Other income	\$10,000	\$10,000	\$10,000	\$10,000
Other expense	\$10,000	\$10,000	\$10,000	\$10,000
Other income	\$10,000	\$10,000	\$10,000	\$10,000
Other expense	\$10,000	\$10,000	\$10,000	\$10,000

	2001	2000	1999	1998
Notes	100,000	100,000	100,000	100,000
Associates	100,000	100,000	100,000	100,000
Other	100,000	100,000	100,000	100,000

1. The company has no subsidiaries.

2. The company has no subsidiaries.

3. The company has no subsidiaries.

4. The company has no subsidiaries.

5. The company has no subsidiaries.

6. The company has no subsidiaries.

Results of Operations	2001	2000	1999	1998
Revenue	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Cost of sales	(500,000)	(500,000)	(500,000)	(500,000)
Gross profit	500,000	500,000	500,000	500,000
Operating expenses	(200,000)	(200,000)	(200,000)	(200,000)
Operating income	300,000	300,000	300,000	300,000
Other income (expense)	(50,000)	(50,000)	(50,000)	(50,000)
Income before taxes	250,000	250,000	250,000	250,000
Income tax expense	(75,000)	(75,000)	(75,000)	(75,000)
Net income	175,000	175,000	175,000	175,000

Results of Operations	2001	2000	1999	1998
Revenue	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Cost of sales	(500,000)	(500,000)	(500,000)	(500,000)
Gross profit	500,000	500,000	500,000	500,000
Operating expenses	(200,000)	(200,000)	(200,000)	(200,000)
Operating income	300,000	300,000	300,000	300,000
Other income (expense)	(50,000)	(50,000)	(50,000)	(50,000)
Income before taxes	250,000	250,000	250,000	250,000
Income tax expense	(75,000)	(75,000)	(75,000)	(75,000)
Net income	175,000	175,000	175,000	175,000



	China, South			Bath & Body Works			Apparel		
Number of Stores	2002	2001	2000	2002	2001	2000	2002	2001	2000
Department Stores	10	10	10	11	11	11	12	11	11
Specialty	10	10	10	11	11	11	12	11	11
Express	10	10	10	11	11	11	12	11	11
Express Men	10	10	10	11	11	11	12	11	11
Express Kids	10	10	10	11	11	11	12	11	11

Express Men stores to Express Kids stores.

## Net Sales

## Fourth Quarter

Net sales for the fourth quarter of 2002 increased 3% to \$2.18 billion from \$2.12 billion for the fourth quarter of 2001. The increase was primarily driven by Victoria's Secret Directly, offset by a decline in the comparable store sales.

At Victoria's Secret, net sales for the fourth quarter of 2002 increased 10% to \$1.18 billion from \$1.06 billion in 2001.

The increase in net sales was primarily driven by an increase in comparable store sales of 5% or \$4.4 million and an increase in sales at Victoria's Secret Directly of 1% or \$3.6 million. The increase in comparable store sales was driven by strong performance in both men's and women's departments, particularly the Very Sexy collection, as well as a successful January to March sale. In addition, Beverly Hills store, which opened in the fourth quarter, drove the new Very Sexy for the fragrance line, resulting in the launch of the new Very Sexy for the fragrance line. The increase in sales at Victoria's Secret Directly was driven by

strong apparel. The clothing category continues to benefit from a more competitive price point offering and a broader retail assortment. Internet segment sales increased from 10% and due to growth in the party and accessories categories.

Internet channel with a corresponding approximately one-third of sales in 2002.

At Bath & Body Works, net sales for the fourth quarter of 2002 were \$177 million compared to \$176 million in 2001. The increase was primarily due to the net increase in sales associated with new direct and non-comparable stores of \$1.1 million, partially offset by a decline in comparable store sales of 1% or \$7 million. The decline in comparable store sales was primarily driven by declines in the core bath and body products line, partially offset by an increase in sales of gift sets and growth in the Aromatherapy and True Blue Spa product lines.

At the apparel businesses, net sales for the fourth quarter of 2002 decreased 4% to \$524 million from \$550 million in 2001. The decrease in sales was primarily due to a decline in comparable store sales of 4% or \$29 million, as well as a net

decline in comparable store sales of \$4 million. The decline in comparable store sales was driven primarily by poor performance in sweaters, both at Express and United Stores. The decline in sweaters at Express was partially offset by increases in knit tops, bottoms, and dresses in the Women's

The decline in sweaters at United Stores was partially offset

## 2001 compared to 2000

Net sales for the thirteen-week fourth quarter of 2001 decreased 10% to \$2.12 billion from \$2.34 billion for the thirteen-week fourth quarter of 2000. Excluding sales of \$2.4 million from Lane Bryant in 2000 (which was sold on August 10, 2001) and \$1.34 million from the extra week in the fourth quarter of 2000 (the last week of the quarter), net sales increased 3% from the comparable thirteen-week period from year. The increase represented an improvement over the

At Victoria's Secret, net sales for the fourth quarter of 2001 increased 6% to \$1.18 billion compared to \$1.07 billion in 2000. The increase was driven by an increase in comparable store sales of 7% or \$4.4 million and the net increase in sales associated with new direct and non-comparable stores of \$3.7 million. These increases were primarily driven by a sales decline of \$1.1 million from the extra week in 2000. The increase in comparable store sales was driven by the successful launch of the new Very Sexy line, which outperformed the 2000 launch of the Secretion Bath Holiday. Strong performance in the fragrance category in the fourth quarter, reflecting an improved merchandise assortment and a renewed emphasis on classic cotton and flannel.

Secret Direct, excluding the extra week in 2000, were about flat for the quarter due to a challenging and highly promotional catalogue sales environment. To drive sales during the holiday season, Victoria's Secret Direct changed its primary offer strategy from free shipping and handling to heavier merchandise discounts. The shift drove mix shifts, however, resulted in lower sales. Additionally, jeans sales were reduced by 4% in an effort to target capitalization.

At Bath & Body Works, net sales for the fourth quarter decreased 5% to \$177 million from \$182 million in 2000, due to a decrease in comparable store sales of 10% or \$29 million and a sales decline of \$20 million from the extra week in 2000, partially offset by the net increase in sales associated with new direct and non-comparable stores of \$4.4 million. The decline in comparable store sales was primarily the result of poor performance in the holiday fragrance and gift set merchandise assortment.

At the apparel businesses, net sales for the fourth quarter of 2001 decreased 7% to \$524 million from \$563 million in 2000. The decrease in sales was primarily due to a sales decline in comparable store sales of \$9 million and a comparable store sales decrease of Express of 2%, partially offset by a 1% increase in comparable store sales at United Stores.



## Net Sales

Full Year

2002 2001 2000

In 2002, net sales were \$8,445 billion (compared to \$8,423 billion in 2001). Excluding sales from Lane Bryant of \$495 million in 2001, net sales increased 7% in 2002.

At Victoria's Secret, net sales increased 10% to \$2.44 billion in 2002 from \$2.21 billion in 2001. The increase resulted from an increase in comparable store sales of 6% or \$132 million, a net increase in sales associated with new, closed and non-comparable remodeled stores of \$12 million and an increase in sales at Victoria's Secret Direct of 8% or \$70 million. The increase in comparable store sales was driven by strong performance in the bra and panty categories throughout the year, as well as growth in the Beauty business resulting from the success of various fragrance launches in 2001 and 2002, particularly Very Sexy for him and her, Pink and Body by Victoria. The Beauty business also benefited from a strong gift set collection with a focus on price points of \$20 and lower.

At Bath & Body Works, net sales increased 2% to \$1.73 billion in 2002 from \$1.747 billion in 2001. The net increase in sales, excluding sales from Lane Bryant, was substantially offset by a decline in comparable store sales of 3% or \$44 million. The decrease in comparable store sales was primarily driven by continued declines in transactions throughout the year, primarily driven by poor performance in the core bath products line.

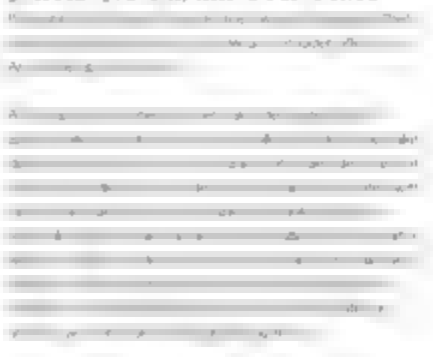
At the apparel businesses, net sales increased 2% to \$2.711 billion in 2002 from \$2.64 billion in 2001. The increase was due to a comparable store sales increase of 3% or \$72 million, partially offset by the net decrease in sales associated with closed, new and non-comparable remodeled stores of \$53 million. The increase in comparable store sales was primarily driven by Express as a result of solid performance in knit and active tops in the Women's business, and women shirts and tops in the Men's business, and the \$100 plus collection from good performance in tops, particularly in the cut and sew and woven categories. These increases were partially offset by weak performance in revenues across both businesses throughout the year.

2002 compared to 2001

Net sales for the fifty two week fiscal year 2002 decreased 7% to \$8,423 billion from \$9,025 billion for the fifty two week fiscal year 2001. Excluding sales from Lane Bryant of \$495 million in 2001 (or \$110 million in 2002) or \$115 million from the extra week in 2001 (the first week of the year), net sales increased 1% from the comparable fifty two week period in 2001.

At Victoria's Secret, net sales decreased 1% to \$2.272 billion in 2001 from \$2.304 billion in 2000. The decline was primarily due to a sales decline of \$65 million from the extra week in 2001 and a sales decline at Victoria's Secret Direct of 8% or \$73 million. These declines were partially offset by the net increase in sales associated with new, closed and non-comparable remodeled stores of \$91 million. Comparable store sales for Victoria's Secret Stores were flat to 2000. The decrease in sales at Victoria's Secret Direct was driven by poor merchandise performance in the apparel assortment, which lacked value-priced, casual offerings.

At Bath & Body Works, net sales decreased 2% to \$1.747 billion in 2001 from \$1.795 billion in 2000, due to a comparable store sales decline of 1% or \$180 million and a sales decline of \$20 million from the extra week in 2000, substantially offset by the net increase in sales associated with new, closed and non-comparable remodeled stores of \$162 million. The decrease in comparable store sales was primarily driven by declines in transactions throughout the year, which were only partially offset by increases in sales dollars per transaction. Transaction declines resulted from weaker performance at gift sets during the holiday season and bath products.



## Gross Income



buying and occupancy expense ratio was primarily due to the inability to achieve expense leverage on a 1% decrease in comparable store sales.

At the apparel businesses, the gross income rate decreased

margin rate of Express, as higher markups were required to reduce slow-moving inventories. The buying and occupancy expense ratio at the apparel businesses was about flat for the quarter.

For the fourth quarter of 2001, the gross income rate increased to 43.2% from 36.9% for the same period in 2000, resulting from improvements across all segments. At Victoria's Secret, the gross income rate increased significantly due to both an increase in the merchandise margin rate and a decrease in the buying and occupancy expense rate. The increase in the merchandise margin rate was primarily due to strong customer response to the merchandise assortment throughout the quarter at Victoria's Secret Stores, which resulted in fewer markdowns versus the fourth quarter of 2000. The decrease in the buying and occupancy expense rate was primarily driven by continued emphasis on catalog related cost savings and efficiencies at Victoria's Secret Direct.

At Bath & Body Works, the gross income rate increased partially offset by an increase in the buying and occupancy

	2001	2000
Q4	43.2%	36.9%
Q3	42.1%	38.5%
Q2	41.8%	37.2%
Q1	40.5%	35.1%
YTD	41.9%	36.4%

	2001	2000
Q4	43.2%	36.9%
Q3	42.1%	38.5%
Q2	41.8%	37.2%
Q1	40.5%	35.1%
YTD	41.9%	36.4%

#### Gross Income

	2001	2000
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YTD	41.9%	36.4%

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Q4	43.2%	36.9%
Q3	42.1%	38.5%
Q2	41.8%	37.2%
Q1	40.5%	35.1%
YTD	41.9%	36.4%

At Bath & Body Works, the gross income rate was about flat, partially offset by the fourth quarter as previously discussed, was offset by a significant increase in the buying and occupancy expense rate due to the inability to achieve expense leverage as comparable store sales decreased 7% for the year.

At the apparel businesses, the gross income rate increased slightly due to an increase in the merchandise margin rate partially offset by an increase in the buying and occupancy expense rate. The improvement in the merchandise margin rate was primarily due to improved retail pricing and lower markdowns at United Stores, principally in the fourth quarter, and improvements in the men's assortment at Express for the full year. The increase in the buying and occupancy expense rate was primarily the result of the inability to achieve expense leverage as comparable store sales decreased 3%.

#### General, Administrative and Store Operating Expenses

For the fourth quarter of 2002, the general, administrative and store operating expense rate represented as a percentage of sales was 27.8% compared to 22.5% in 2001. This rate improvement was due to a decrease in the general, administrative and store operating expense rate of the apparel businesses, partially offset by an increase at Bath & Body Works. The rate improvement at the apparel businesses was primarily driven by reductions in store selling and home office payroll costs. The rate increase at Bath & Body Works was primarily due to investments in certain organizational and management changes and the inability to leverage store selling expenses on a 1% decrease in comparable store sales. The general, administrative and store operating expense rate at Victoria's Secret was about flat for this year.

For the fourth quarter of 2001, the general, administrative and store operating expense rate was 22.5% compared to 22.1% in 2000. The slight rate improvement was driven by Victoria's Secret, which improved due to reductions in store selling expenses (primarily store payroll costs) and other current costs at Victoria's Secret Direct, consistent with the expense leverage achieved on a 10% increase in comparable store sales. The improvement at Victoria's Secret was substantially offset by declines at Bath & Body Works and the apparel businesses as reductions in selling expenses per average store were more than offset by the lack of expense leverage resulting from decreases in comparable store sales of 10% and 1%, respectively.

#### General, Administrative and Store Operating Expenses

In 2002, the general, administrative and store operating expense rate decreased to 20.3% from 27.2% in 2001. The decrease was primarily driven by Victoria's Secret and the apparel businesses resulting from leverage achieved on comparable store sales increases of 5% and 3%. The general, administrative and store operating expense rate at Bath & Body Works was about flat to 2001 as the increase previously described in the fourth quarter resulted

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In 2001, the general administrative and store operating expense rate increased to 27.3% from 25.6% in 2000. This increase was primarily driven by a significant increase at Bath & Body Works due to higher store selling expenses (primarily payroll costs) related to the net addition of 503 new stores and the inability to achieve expense leverage on a comparable store sales decrease of 1.1%. At the apparel businesses, the general administrative and store operating expense rate increased despite a total dollar decrease in expense, primarily due to the inability to achieve expense leverage on a comparable store sales decrease of 3% combined with the net closure of 51 smaller unprofitable stores. The general administrative and store operating expense rate at Victoria's Secret was about flat to 2000.

#### Special and Nonrecurring Items

During the first quarter of 2002, in connection with the acquisition of the Intimate Brands, Inc. ("IBI") minority interest (see Note 2 to the Consolidated Financial Statements) ending Q1 stock options and restricted stock were exchanged for Intimate Brands stock awards with substantially similar terms. In accordance with Emerging Issues Task Force Issue No. 00-23, "Issues Related to the Accounting for Stock Compensation under APB Opinion No. 25 and FASB Interpretation No. 44," the exchange was accounted for as a modification of a stock based compensation arrangement. As a result, the Company recorded a prepaid, non-cash charge of \$34 million in the first quarter of 2002.

During the third quarter of 2001, the Company sold one of its acquired businesses, Lane Bryant, to Charming Shoppes, Inc. for \$210 million of cash and 6.7 million shares of Charming Shoppes, Inc. common stock valued at \$56 million. On December 12, 2001, the Company received additional Charming Shoppes, Inc. common stock valued at \$4 million based on a final determination of Lane Bryant's net tangible assets at closing. The transaction resulted in a pre-tax gain of \$ 49 million (net of \$24 million of transaction costs) and a \$60 million tax provision.

During the fourth quarter of 2000, the Company recorded a \$20 million pre-tax charge to close Bath & Body Works' United Kingdom operations. The charge was primarily due to the loss of the United Kingdom operations and the associated costs of closing the operations.

#### Operating Income

In 2002, operating income was \$1.1 billion versus \$1.0 billion in 2001. Excluding special and nonrecurring items in both years, the operating income rate was 10.3% in 2002 versus 8.6% in 2001. This rate increase was driven by a 0.8% increase in the gross income rate and a 0.9% decrease in the general administrative and store operating expense rate.

#### Operating Income

In 2002, the operating income rate was 9.5% versus 8.6% in 2001. Excluding special and nonrecurring items in both years, the operating income rate was 10.3% in 2002 versus 8.6% in 2001. This rate increase was driven by a 0.8% increase in the gross income rate and a 0.9% decrease in the general administrative and store operating expense rate.

In 2001, the Company incurred \$5 million and \$30 million in interest expense for the fourth quarter and year, compared to \$3 million and \$34 million in 2000 for the same periods. These decreases were primarily the result of a decrease in average effective interest rates during 2001, partially offset by an increase in average daily borrowings in the fourth quarter.

#### Interest Expense

In 2002, the Company incurred \$0 million and \$34 million in interest expense for the fourth quarter and year, compared to \$3 million and \$34 million in 2001 for the same periods. These decreases were primarily the result of a decrease in average effective interest rates during 2001, partially offset by an increase in average daily borrowings in the fourth quarter.

In 2001, the Company incurred \$0 million and \$34 million in interest expense for the fourth quarter and year, compared to \$3 million and \$34 million in 2000 for the same periods.

In 2000, the Company incurred \$0 million and \$34 million in interest expense for the fourth quarter and year, compared to \$3 million and \$34 million in 1999 for the same periods.

	Fourth Quarter		Year		
	2002	2001	2002	2001	2000
Interest expense	\$5	\$3	\$14	\$34	\$3
Interest income	—	—	—	—	—

#### Other Non-operating Items

In 2002, other income (loss) was \$4 million and \$0.1 million for the fourth quarter and year, compared to \$1.3 million and \$4.1 million in 2001. These decreases were primarily due to significantly lower average effective interest rates, which were partially offset by higher average dividend cash interest.

In 2001, other income (loss) was \$4 million and \$0.1 million for the fourth quarter and year, compared to \$1.3 million and \$4.1 million in 2000. These decreases were primarily due to significantly lower average effective interest rates, which were partially offset by higher average dividend cash interest.

In 2002, other income (loss) was \$4 million and \$0.1 million for the fourth quarter and year, compared to \$1.3 million and \$4.1 million in 2001. These increases were primarily due to improved performance of the Company's underwriting affiliate.

In 2001, other income (loss) was \$1 million and \$0.1 million for the fourth quarter and year, compared to \$1.3 million and \$4.1 million in 2000. These increases were primarily due to a fourth quarter 2000 charge that the Company recorded in order to reflect the impact of a change in revenue recognition and a goodwill write off by one of its subsidiaries.

In 2002, minority interest declined to \$0 million from \$0.4 million in 2001, as a result of the IBI recapitalization (see Note 2 to the Consolidated Financial Statements).

### Gains on Investment Stock

This image shows a handwriting practice sheet with 15 rows of five-lined guides. Each row is designed for tracing and copying practice. The first row contains a series of dots for tracing, followed by a dashed line for copying. The subsequent rows follow the same pattern, providing a structured environment for learning letter formation and placement on the lines.

### Adjusted Data

[illegible][illegible]**Notes to Adjusted Income Information**[illegible]

# Financial Overview

## Liquidity and Capital Resources

The following table shows the changes in the company's liquidity and capital resources over the period from 2000 to 2002. The table is presented in millions of dollars.

	2002	2001	2000
Operating activities	\$ 1,234	\$ 1,123	\$ 1,012
Investing activities	\$ (567)	\$ (678)	\$ (789)
Financing activities	\$ (345)	\$ (456)	\$ (567)
Net change in cash	\$ 322	\$ (111)	\$ (344)
Cash at end of period	\$ 1,567	\$ 1,234	\$ 987

The following table shows the changes in the company's debt and equity over the period from 2000 to 2002. The table is presented in millions of dollars.

	2002	2001	2000
Debt	\$ 1,234	\$ 1,123	\$ 1,012
Equity	\$ 567	\$ 678	\$ 789
Debt-to-equity ratio	2.16	1.66	1.28
Debt-to-capitalization ratio	1.56	1.11	0.89
Cash flow to capital investment	1.23	1.12	1.01

The following table shows the changes in the company's operating activities over the period from 2000 to 2002. The table is presented in millions of dollars.

	2002	2001	2000
Operating activities	\$ 1,234	\$ 1,123	\$ 1,012
Investing activities	\$ (567)	\$ (678)	\$ (789)
Financing activities	\$ (345)	\$ (456)	\$ (567)
Net change in cash	\$ 322	\$ (111)	\$ (344)

## Operating Activities

The following table shows the changes in the company's operating activities over the period from 2000 to 2002. The table is presented in millions of dollars.

## Investing Activities

The following table shows the changes in the company's investing activities over the period from 2000 to 2002. The table is presented in millions of dollars.

The following table shows the changes in the company's financing activities over the period from 2000 to 2002. The table is presented in millions of dollars.

June 27, 2003 and July 3, 2000 (negative trends)

On February 2, 2003, the Company announced that its Board of Directors had authorized the Company to repurchase up to 15 million of its outstanding shares, either in the open market or through privately negotiated transactions, depending on prevailing market conditions. The Company also announced a 33% increase in the Company's 2003 common stock annual cash dividend to \$0.40 from \$0.30 cents per share, which will increase total dividend payments to approximately \$15 million (\$0.35 per share) over the next 12 months.

On February 13, 2003, the Company issued \$750 million of

(continued)

plazivene offering. The Company is required to register these

(continued)

at \$7.75¢ the distributions due to the 10th Securities Period will remain to recover the entire outstanding principal amount of \$100 million. Accordingly, the Securities Periods due and through March 28, 2013, the early redemption of the

	Plan 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Capital Expenditures

Capital expenditures amounted to \$305 million, \$377 million and \$487 million for 2002, 2001 and 2000, of which \$259 million, \$287 million and \$38 million were for new stores and for the remodeling of and improvements to existing stores. Remaining capital expenditures were primarily related to information technology and distribution centers.

The Company anticipates spending approximately \$400 million for capital expenditures in 2003, of which approximately \$300 million will be for new stores and for the remodeling of and improvements to existing stores. Remaining capital expenditures are primarily related to information technology and distribution centers. The Company expects that 2003 capital expenditures will be funded principally by net cash provided by operating activities.

The Company expects selling square footage to remain about flat in 2003. While the Company plans the addition of approximately 30 stores and the closure of approximately 10 stores, the majority of capital will be spent on the remodeling of and improvements to approximately 380 existing stores, 286 of which will be open changes related to Express Men's stores.

Easton Investment

The Company has land and other investments in Easton, a 1,200-acre planned community in Columbus, Ohio, that includes office, hotel, retail, residential and recreational space. These investments totaled \$94 million at February 1, 2003 and \$10 million at February 2, 2002.

Included in the Company's Easton investments is a minority interest in the Easton River Center LLC ("ERC"), an entity that owns and has invested in a commercial entertainment and retail center. The Company accounts for this interest using the equity method. The Company has a majority financial interest in ERC, but is not a member that is affiliated with the Company in the managing member. Certain significant decisions regarding ERC require the consent of the affiliated members in addition to the Company. The Company is evaluating the accounting impact of adopting FASB Interpretation No. 46, "Consolidation of Variable Interest Entities," which is effective in the third quarter of 2003.

Total assets of ERC were approximately \$235 million as of February 1, 2003. In addition, ERC's principal funding source is a \$270 million secured bank loan, all of which was outstanding at February 1, 2003. The loan is payable in full by January 28, 2006, with the option of two twelve-month extensions if certain requirements are met. The Company has guaranteed \$25 million of the principal of this loan. If ERC does not meet the debt service coverage ratio or other property values required by the loan agreement, the Company must either (a) guarantee an additional amount of the loan, (b) provide an irrevocable letter of credit on behalf of ERC, (c) make a principal payment or (d) issue additional real estate. Otherwise, the loan may call the loan under the agreement's default provisions. The Company expects that ERC will meet the financial requirements of this loan.

The Company has issued a \$30 million standby letter of credit on which the City of Columbus, Ohio (the "City") can draw solely to pay principal and interest on public bonds issued by the City for infrastructure development at Easton. The bonds mature on December 1, 2004. Under the terms of the standby letter of credit, the City will not be required to

Letter of credit amount	\$30 million
Maximum amount of the letter of credit	\$30 million
Letter of credit expiration date	December 1, 2004

Contractual Obligations and Contingent Liabilities

Contractual Obligations	
Operating lease obligations	\$1,200 million
Capital lease obligations	\$100 million
Other contractual obligations	\$50 million
Total contractual obligations	\$1,350 million

Contingent Liabilities	
Contingent liability for the ERC	\$94 million
Contingent liability for the City of Columbus	\$30 million
Total contingent liabilities	\$124 million

Recently Issued Accounting Pronouncements

Accounting for Stock-Based Compensation	Adopted
Consolidation of Variable Interest Entities	Adopted
Goodwill Impairment	Adopted
Long-Term Debt	Adopted
Other	Adopted

In January 2003, the FASB issued SFAS No. 48, "Accounting for Stock-Based Compensation - Transition and Disclosure," an Amendment of FASB Statement No. 123. This statement provides alternative methods of transition for a voluntary change to the fair value based method of accounting for stock-based employee compensation and amends the disclosure requirements of SFAS No. 123 to require prominent disclosures about the method of accounting used for stock-based employee compensation and its effect on reported results. The Company has reflected the amended disclosure requirements in Note 1 to the Consolidated Financial Statements but does not currently plan to change to the fair value based method of accounting for stock-based compensation.

In January 2003, the FASB issued Interpretation No. 46, "Consolidation of Variable Interest Entities." This interpretation of Accounting Research Bulletin No. 51, "Consolidated Financial Statements," establishes standards for determining under what circumstances a variable interest entity should be consolidated with its primary beneficiary. FIN 46 applies immediately to variable interest entities created after January 31, 2003. For variable interest entities acquired before January 1, 2003, this interpretation is effective in the third quarter of 2003. The Company is currently evaluating the effect of adopting FIN 46 on its results of operations, financial position and cash flows.



## Market Risk

Management believes the Company's exposure to interest

## Impact of Inflation

The Company's results of operations and financial condition are presented based on historical cost. While it is difficult to accurately measure the impact of inflation due to the imprecise nature of the estimates required, the Company believes the effects of inflation, if any, on the results of operations and financial condition have been minor.

## Critical Accounting Policies and Estimates

The Company's financial statements are prepared in accordance with

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The Company is subject to various claims and contingencies related to lawsuits, income taxes, insurance and other matters arising out of the normal course of business. The Company's determination of the treatment of claims and contingencies in the financial statements is based on

management's estimate of the probable or payable claim or contingency. The Company consults with legal counsel on matters related to litigation and seeks input from other experts both within and outside the Company with respect to matters in the ordinary course of business. The Company accrues a liability if the likelihood of an adverse outcome is probable and the amount is estimable. If the

liability is not determinable, the Company does not disclose a potential claim or contingency if the amount is not estimable. If the amount is estimable, the Company discloses a potential claim or contingency if the amount is not estimable. If the amount is estimable, the Company discloses a potential claim or contingency if the amount is not estimable.

significant judgment, revenue recognition represents an important accounting policy of the Company. As discussed in Note 3 to the Consolidated Financial Statements, the Company recognizes revenue upon customer receipt of the merchandise and provides a reserve for direct merchandise returns based on prior experience.

## Safe Harbor Statement Under the Private Securities Litigation Reform Act of 1995

The Company cautions that any forward looking statements we make here in this Report or made by management of the Company involve risks and uncertainties and are subject to change based on various significant factors, many of which may be beyond the Company's control. Accordingly, the Company's future performance and financial results may differ materially from those expressed or implied in any such forward looking statements. Words such as estimate, project, plan, believe, expect, anticipate, intend and similar expressions may identify forward looking statements. The following factors, among others, in some cases have affected and in the future could affect the Company's financial performance and actual results and could cause actual results for 2003 and beyond to differ materially from those expressed or implied in any forward looking statements included in the Report or otherwise made by management: changes in consumer spending patterns, consumer preferences and overall economic conditions, the potential impact of national and international security concerns on the retail environment, including any possible terrorist attacks and hostilities in Iraq.

potential political stability, potential trade embargos and charges, labor and pricing risks, risks associated with the

acceptance of the Company's products and the ability to develop new merchandise, the ability to retain, hire and train personnel, risks associated with the possible inability of the Company's manufacturers to deliver products in a timely manner, risks associated with relying on foreign sources of production and availability of suitable store locations on appropriate terms. The Company does not undertake to publicly update or revise its forward looking statements even if experience or future changes make it clear that any projected results expressed or implied therein will not

# Consolidated Balance Sheet

(All items in millions, per share amounts)

	2008	2007	2006
<b>Assets</b>			
Current assets	\$1,440	\$1,400	\$1,400
Cash and cash equivalents	\$1,440	\$1,400	\$1,400
Accounts receivable	—	—	—
Inventory	—	—	—
Prepaid expenses and other current assets	—	—	—
Non-current assets	\$1,440	\$1,400	\$1,400
Property, plant and equipment	\$1,440	\$1,400	\$1,400
Intangible assets	—	—	—
Goodwill	—	—	—
Other non-current assets	—	—	—
<b>Liabilities and Shareholders' Equity</b>			
Current liabilities	\$1,440	\$1,400	\$1,400
Accounts payable	\$1,440	\$1,400	\$1,400
Short-term debt	—	—	—
Other current liabilities	—	—	—
Non-current liabilities	—	—	—
Long-term debt	—	—	—
Other non-current liabilities	—	—	—
<b>Shareholders' Equity</b>			
Common stock	\$1,440	\$1,400	\$1,400
Retained earnings	—	—	—
Accumulated other comprehensive income	—	—	—
Total shareholders' equity	\$1,440	\$1,400	\$1,400

The accompanying notes are an integral part of these consolidated financial statements.

(All items in millions, per share amounts)

	February 1, 2008	February 2, 2007
<b>Assets</b>		
Current assets	\$1,440	\$1,400
Cash and cash equivalents	\$1,440	\$1,400
Accounts receivable	—	—
Inventory	—	—
Prepaid expenses and other current assets	—	—
Non-current assets	\$1,440	\$1,400
Property, plant and equipment	\$1,440	\$1,400
Intangible assets	—	—
Goodwill	—	—
Other non-current assets	—	—
<b>Liabilities and Shareholders' Equity</b>		
Current liabilities	\$1,440	\$1,400
Accounts payable	\$1,440	\$1,400
Short-term debt	—	—
Other current liabilities	—	—
Non-current liabilities	—	—
Long-term debt	—	—
Other non-current liabilities	—	—
<b>Shareholders' Equity</b>		
Common stock	\$1,440	\$1,400
Retained earnings	—	—
Accumulated other comprehensive income	—	—
Total shareholders' equity	\$1,440	\$1,400

The accompanying notes are an integral part of these Consolidated financial statements.

Continued

	2002	2001	2000
Operating Activities			
Net income	1,000	1,000	1,000
Depreciation	1,000	1,000	1,000
Amortization	1,000	1,000	1,000
Loss on disposal of assets	1,000	1,000	1,000
Gain on sale of investments	(1,000)	(1,000)	(1,000)
Change in accounts receivable	(1,000)	(1,000)	(1,000)
Change in accounts payable	1,000	1,000	1,000
Change in inventory	(1,000)	(1,000)	(1,000)
Change in prepaid expenses	(1,000)	(1,000)	(1,000)
Change in accrued liabilities	1,000	1,000	1,000
Change in income taxes payable	(1,000)	(1,000)	(1,000)
Change in other assets and liabilities	(1,000)	(1,000)	(1,000)
Net change in operating activities	1,000	1,000	1,000
Investing Activities			
Capital expenditures	(1,000)	(1,000)	(1,000)
Acquisition of investments	(1,000)	(1,000)	(1,000)
Disposal of investments	1,000	1,000	1,000
Net change in investing activities	(1,000)	(1,000)	(1,000)
Financing Activities			
Issuance of common stock	1,000	1,000	1,000
Payment of dividends	(1,000)	(1,000)	(1,000)
Net change in financing activities	1,000	1,000	1,000
Net change in cash and cash equivalents	1,000	1,000	1,000
Cash and cash equivalents at beginning of year	1,000	1,000	1,000
Cash and cash equivalents at end of year	2,000	2,000	2,000

The accompanying notes are an integral part of these consolidated financial statements.

Continued

	2002	2001	2000
Operating Activities			
Net income	1,000	1,000	1,000
Depreciation	1,000	1,000	1,000
Amortization	1,000	1,000	1,000
Loss on disposal of assets	1,000	1,000	1,000
Gain on sale of investments	(1,000)	(1,000)	(1,000)
Change in accounts receivable	(1,000)	(1,000)	(1,000)
Change in accounts payable	1,000	1,000	1,000
Change in inventory	(1,000)	(1,000)	(1,000)
Change in prepaid expenses	(1,000)	(1,000)	(1,000)
Change in accrued liabilities	1,000	1,000	1,000
Change in income taxes payable	(1,000)	(1,000)	(1,000)
Change in other assets and liabilities	(1,000)	(1,000)	(1,000)
Net change in operating activities	1,000	1,000	1,000
Investing Activities			
Capital expenditures	(1,000)	(1,000)	(1,000)
Acquisition of investments	(1,000)	(1,000)	(1,000)
Disposal of investments	1,000	1,000	1,000
Net change in investing activities	(1,000)	(1,000)	(1,000)
Financing Activities			
Issuance of common stock	1,000	1,000	1,000
Payment of dividends	(1,000)	(1,000)	(1,000)
Net change in financing activities	1,000	1,000	1,000
Net change in cash and cash equivalents	1,000	1,000	1,000
Cash and cash equivalents at beginning of year	1,000	1,000	1,000
Cash and cash equivalents at end of year	2,000	2,000	2,000

The accompanying notes are an integral part of these consolidated financial statements.

# Notes to Consolidated Financial Statements

1

## Summary of Significant Accounting Policies

Year ended	2002	2001	2000
Revenue	\$1,000,000	\$1,000,000	\$1,000,000
Cost of sales	(500,000)	(500,000)	(500,000)
Gross profit	500,000	500,000	500,000
Operating expenses	(300,000)	(300,000)	(300,000)
Operating income	200,000	200,000	200,000

Year ended	2002	2001	2000
Interest income	\$10,000	\$10,000	\$10,000
Interest expense	(5,000)	(5,000)	(5,000)
Other income	\$5,000	\$5,000	\$5,000
Income before income taxes	210,000	210,000	210,000
Income tax expense	(40,000)	(40,000)	(40,000)
Net income	170,000	170,000	170,000

Year ended	2002	2001	2000
Depreciation and amortization	\$10,000	\$10,000	\$10,000
Provision for doubtful accounts	\$5,000	\$5,000	\$5,000
Provision for inventory obsolescence	\$5,000	\$5,000	\$5,000

Year ended	2002	2001	2000
Research and development	\$10,000	\$10,000	\$10,000
Marketing expenses	\$5,000	\$5,000	\$5,000
General and administrative	\$5,000	\$5,000	\$5,000
Interest expense	\$5,000	\$5,000	\$5,000

entirety is included in other income (loss) which amounting to

Year ended	2002	2001	2000
Interest income	\$10,000	\$10,000	\$10,000
Interest expense	(5,000)	(5,000)	(5,000)
Other income	\$5,000	\$5,000	\$5,000
Income before income taxes	210,000	210,000	210,000
Income tax expense	(40,000)	(40,000)	(40,000)
Net income	170,000	170,000	170,000

Year ended	2002	2001	2000
Depreciation and amortization	\$10,000	\$10,000	\$10,000
Provision for doubtful accounts	\$5,000	\$5,000	\$5,000
Provision for inventory obsolescence	\$5,000	\$5,000	\$5,000

Year ended	2002	2001	2000
Research and development	\$10,000	\$10,000	\$10,000
Marketing expenses	\$5,000	\$5,000	\$5,000
General and administrative	\$5,000	\$5,000	\$5,000
Interest expense	\$5,000	\$5,000	\$5,000

Year ended	2002	2001	2000
Interest income	\$10,000	\$10,000	\$10,000
Interest expense	(5,000)	(5,000)	(5,000)
Other income	\$5,000	\$5,000	\$5,000

Year ended	2002	2001	2000
Research and development	\$10,000	\$10,000	\$10,000
Marketing expenses	\$5,000	\$5,000	\$5,000
General and administrative	\$5,000	\$5,000	\$5,000
Interest expense	\$5,000	\$5,000	\$5,000

are expensed, except for new merchandise presentation programs, which are capitalized. Store supplies are adjusted as appropriate for changes in actual quantities to costs.

### Direct Response Advertising

Direct response advertising relates primarily to the production of catalogs and is expensed over the expected future revenue stream, which is principally three months from the date catalogs are mailed. The Company had capitalized direct response advertising of \$20 million at February 1, 2003 and \$24 million at February 2, 2002. All other advertising costs are expensed at the time the promotion first appears in media or in the store. Catalog and advertising costs amounted to \$428 million in 2002, \$446 million in 2001 and \$486 million in 2000.

Depreciation and amortization of property and equipment are computed for financial reporting purposes on a straight-line basis, using service lives ranging principally from 10 to 15 years for building and leasehold improvements, 3 to 10 years for plant-related property and equipment and 20 years for other property and equipment. The cost of assets sold (or retired) and removed from the accounts with any resulting gain or loss included in net income. Maintenance and repairs are charged to expense as incurred. Major renewals and betterments that extend service lives are capitalized.

Goodwill in the first quarter of 2003, goodwill is no longer amortized. Prior to 2003, goodwill was amortized on a straight-line basis over 30 years and goodwill impaired to the extent of actual impairment. At the time of impairment, goodwill is written down to zero for any impairment. The cost of goodwill is amortized on a straight-line basis over the shorter of the term of the license agreement or the estimated useful life of the asset not to exceed 10 years.

Long-lived assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of the asset may not be recoverable. If the undiscounted future cash flows from the long-lived assets are less than the carrying value, the Company recognizes a loss equal to the difference between the carrying value and the discounted future cash flows of the asset. Goodwill is reviewed annually for impairment by comparing each reporting unit's carrying value to its fair value. Trademarks are reviewed for impairment annually by comparing the fair value to the carrying value. Factors used in the valuation of long-lived assets, trademarks and goodwill include, but are not limited to, management's plans for future operations, brand values, return on assets and other factors.

### Income Taxes

The Company accounts for income taxes using the asset and liability method. Under this method, deferred tax assets and liabilities are recognized based on the difference between the financial statement carrying amounts of existing assets and liabilities and their respective tax bases. Deferred tax assets and liabilities are measured using enacted tax rates in effect in the years when these temporary differences are expected to reverse. The effect on deferred taxes of a change in tax rates is recognized in income in the period that includes the change.

### Compensation

The Company is self-insured for medical, workers compensation, general liability and automobile benefits up to certain stop-loss limits. Such costs are accrued based on

actuarial claims. Actuarial claims are estimated using historical



The computation of earnings per diluted share excluded options to purchase 13.4 million, 11.2 million and 1.9 million shares of common stock in 2002, 2001 and 2000 because the options' exercise price was greater than the average market price of the common stock for the year.

Gains on Investments - Stock

During the third quarter of 2002, the Company recognized a \$6 million pretax gain resulting from the sale of its entire interest in Charming Shoppes, Inc. common stock (\$5 million shares) for \$65 million. The stock was received in connection with the Company's sale of Lane Bryant during the third quarter of 2001.

In accordance with SEC Staff Accounting Bulletin No. 51 "Accounting for Sales of Stock by a Subsidiary," the Company records its non-operating gain when its proportionate share of an investee's equity increases as a result of the investee's vested public stock offering (IPO).

During the second quarter of 2001, the Company recognized \$52 million of pretax gains from the IPO's of Alliance Data Systems Corp. ("ADS") and eLynx's Trading Company Inc. ("eLynx"). ADS is a provider of electronic transaction services, credit services and loyalty and database marketing services. eLynx's is a specialty retailer that sells outdoor and athletic equipment, apparel and footwear and accessories. Prior to the IPO's, the Company's ownership interest in ADS and eLynx's was approximately 31% and 37%, respectively. As of February 1, 2001, the Company owns approximately 4.2 million shares of ADS common stock, representing a 20% ownership interest, and 4.2 million shares of eLynx's common stock, representing a 24% ownership interest. The carrying value of the ADS and eLynx's investments, respectively, was \$150 million and \$140 million and the approximate market value was \$200 million and \$304 million at February 1, 2001 and February 2, 2002, respectively.

Notes to Financials at the Preparation of Financial Statements

Item 1. Financial Statements	
Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operations	
Item 3. Quantitative and Qualitative Disclosures About Market Risk	
Item 4. Controls and Procedures	
Item 5. Other Information	
Item 6. Exhibits	

Item 7. Financial Statements	
Item 8. Management's Discussion and Analysis of Financial Condition and Results of Operations	
Item 9. Quantitative and Qualitative Disclosures About Market Risk	
Item 10. Controls and Procedures	
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Item 12. Exhibits	

Acquisition of Intimate Brands Minority Interest

On March 1, 2001, the Company acquired a 10% ownership interest in Intimate Brands, Inc. ("IB") for \$10 million. IB is a specialty retailer that sells women's apparel and accessories. The acquisition was accounted for using the purchase method of accounting, as prescribed by SFAS No. 142 "Goodwill and Other Intangible Assets." These intangible assets will not be amortized. The remaining purchase price allocation included the fair market value adjustments relating to customer long-term debt and patented rights. These adjustments are amortized over their respective useful lives (primarily five years).

The acquisition was effected through an offer to exchange 1.1 million shares of United Brands common stock for each share of IB Class A common stock followed by a merger in which all publicly held shares not tendered were exchanged for the same number of shares of United Brands common stock.

The acquisition was accounted for using the purchase method of accounting, as prescribed by SFAS No. 142 "Goodwill and Other Intangible Assets." These intangible assets will not be amortized. The remaining purchase price allocation included the fair market value adjustments relating to customer long-term debt and patented rights. These adjustments are amortized over their respective useful lives (primarily five years).

The purchase price allocation included \$411 million of acquired intangible assets related to trade names with indefinite lives. In accordance with SFAS No. 142 "Goodwill and Other Intangible Assets," these intangible assets will not be amortized. The remaining purchase price allocation included the fair market value adjustments relating to customer long-term debt and patented rights. These adjustments are amortized over their respective useful lives (primarily five years).

In addition, the acquisition resulted in approximately \$1.2 billion of goodwill. None of these amounts are deductible for tax purposes.

The following table summarizes selected unaudited pro-forma information for the years ended February 1, 2001 and February 2, 2002, as if the recombination had taken completion at the beginning of 2001. This selected unaudited pro-forma information is not necessarily indicative of the operating results

completed at the beginning of the periods presented and is not necessarily indicative of the results that may be achieved in the future. The pro-forma information reflects adjustments related to additional depreciation and amortization from fair market value adjustments described above, the elimination of minority interest in earnings of Intimate Brands and an increase in total weighted average shares outstanding related to the conversion of Intimate Brands preferred stock into average Class A common stock outstanding during the

	2002	2001
Revenue	\$1,000	\$1,000
Operating income	\$100	\$100
Net income	\$100	\$100
Weighted average shares outstanding	100	100
Earnings per share	\$1.00	\$1.00



**Discontinued Operations**

On November 27, 2002, the Company sold one of its apparel businesses, Lerner New York, to Company ("Lerner") to an investor group led by the business unit's President and Chief Executive Officer and affiliates of Bear Stearns Merchant Banking. Under the terms of the agreement, the Company received

approximately 5% of the common equity of the new company. A \$35 million discount was recorded on the

term of the note on a straight line basis. The subordinated note bears interest at 10% to be payable in semi-annual payments through the issuance of additional notes to the Company. The subordinated note and junior AFR notes are due on November 26, 2007. Subsequent to year-end, the Company received approximately \$0.8 million in additional cash consideration related to Lerner's net working capital at closing. This amount was included in accounts receivable at February 1, 2007.

approximately \$4 million, which reflects transaction costs and a \$12 million income guarantee liability (see Note 7). The Company's financial statements reflect Lerner's operating results including the transaction loss as a discontinued operation to all periods presented in accordance with SFAS No. 144.

The Company's operating loss was \$7.1 million and \$1.5 million in 2002, \$(0.4) million and \$2.2 million in 2001, and \$1.0 million and \$(3.4) million in 2000. The Company did not allocate interest

The Company will continue to provide certain corporate services to Lerner under a service agreement.

**Property and Equipment, Net****Property and Equipment, at Cost**

	2002	2001
Land	\$1.0	\$1.0
Buildings	\$1.0	\$1.0
Equipment	\$1.0	\$1.0
Leasehold improvements	\$1.0	\$1.0
Other	\$1.0	\$1.0
Total	\$5.0	\$5.0

**Goodwill and Other Intangible Assets**

	2002	2001
Goodwill	\$1.0	\$1.0
Other intangible assets	\$1.0	\$1.0
Total	\$2.0	\$2.0

**Special and Nonrecurring Items**

During the first quarter of 2002, in connection with the acquisition of the 31 minority interest (see Note 2), vested 31 stock options and restricted stock were exchanged for Limited Brands stock awards with substantially similar terms. In accordance with Emerging Issues Task Force Issue No. 00-23, "Issues Related to the Accounting for Stock Compensation under APB Opinion No. 25 and Financial Accounting Standards Board ("FASB") Interpretation No. 44," the exchange was accounted for as a

As a result, the Company recorded a pre-tax, non-cash charge of \$34 million in the first quarter of 2002.

During the third quarter of 2001, the Company sold one of its apparel businesses, Lane Bryant, to Charming Shoppes, Inc. for \$280 million of cash and 6.7 million shares of Charming Shoppes, Inc. common stock valued at \$55 million. On December 12, 2001, the Company received additional Charming Shoppes, Inc. common stock valued at \$4 million based on a final determination of Lane Bryant's net tangible assets at closing. The transaction resulted in a third quarter pre-tax gain of \$170 million (net of \$14 million of transaction costs) and a \$6.6 million tax provision. The Company continues to provide certain corporate services to Lane Bryant through a transition period under license agreements.

During the fourth quarter of 2000, the Company recorded a \$10 million pre-tax charge to close Bath & Body Works' United Kingdom stores. The charge consisted of cash store and other asset write-offs of \$5 million and non-cash for lease termination and other costs of \$5 million, all of which were paid during 2001.

	2002	2001
Goodwill	\$1.0	\$1.0
Other intangible assets	\$1.0	\$1.0
Total	\$2.0	\$2.0

Amortization expense was \$6 million in 2002, \$1.1 million in 2001, and \$1.1 million in 2000. Amortization expense in 2001 and 2000 includes the amortization of goodwill. The estimated annual amortization expense for intangibles both years through 2007 is approximately \$8 million.

In accordance with SFAS No. 142, the year ended February 2, 2002 has not been restated to add back the amortization expense of goodwill. Goodwill amortization expense did not have a material impact on net income for the year ended February 2, 2002.

	2002	2001	2000	2002	2001
Goodwill	\$1.0	\$1.0	\$1.0	\$1.0	\$1.0
Other intangible assets	\$1.0	\$1.0	\$1.0	\$1.0	\$1.0
Total	\$2.0	\$2.0	\$2.0	\$2.0	\$2.0

## Leased Facilities, Commitments and Contingencies

Assets	Liabilities	Equity	Income	Expenses	Net Income	Assets	Liabilities	Equity	Income	Expenses	Net Income
1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000

## Rent Expense

Assets	Liabilities	Equity	Income	Expenses	Net Income	Assets	Liabilities	Equity	Income	Expenses	Net Income
1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000

Assets	Liabilities	Equity	Income	Expenses	Net Income	Assets	Liabilities	Equity	Income	Expenses	Net Income
1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000

Assets	Liabilities	Equity	Income	Expenses	Net Income	Assets	Liabilities	Equity	Income	Expenses	Net Income
1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000

Assets	Liabilities	Equity	Income	Expenses	Net Income	Assets	Liabilities	Equity	Income	Expenses	Net Income
1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000

## Minimum Rent Commitments Under Noncancelable Leases

Assets	Liabilities	Equity	Income	Expenses	Net Income	Assets	Liabilities	Equity	Income	Expenses	Net Income
1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000

Assets	Liabilities	Equity	Income	Expenses	Net Income	Assets	Liabilities	Equity	Income	Expenses	Net Income
1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000

Assets	Liabilities	Equity	Income	Expenses	Net Income	Assets	Liabilities	Equity	Income	Expenses	Net Income
1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000

Assets	Liabilities	Equity	Income	Expenses	Net Income	Assets	Liabilities	Equity	Income	Expenses	Net Income
1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000

The Company has land and other investments in Easton, a 120-acre planned community in Columbus, Ohio, that integrates office, hotel, retail, residential and recreational space. These investments totaled \$65 million at February 2, 2001 and \$65 million at February 2, 2000.

Included in the Company's Easton investments is a member interest in the Easton Town Center ("ETC"), an entity that primarily has commercial and commercial real estate interests. The Company accounts for this interest using the equity method. The Company has a majority financial interest in ETC, but another member that is unaffected with the

decisions regarding ETC require the consent of the unaffected members in addition to the Company. The Company is

member No. 40 "Consolidation of Minutes Internet Release" which is effective in the third quarter of 2001.

Total assets of ETC were approximately \$225 million as of February 2, 2000. In addition, ETC's principal funding source is a \$25 million secured bank loan, all of which was outstanding at February 2, 2000. The loan is payable in full on January 29, 2006, with the option of two twelve-month extensions if certain requirements are met. The Company has guaranteed \$25 million of the principal of this loan. If ETC does not meet the debt service coverage ratio or other financial covenants required by the loan agreement, the Company has the option to (i) guarantee an additional amount of the loan, (ii) provide an advance letter of credit on behalf of ETC,

otherwise, the bank may call the loan under the agreement's default provisions. The Company expects that ETC will meet

The Company has issued a \$30 million standby letter of credit in which the City of Columbus, Ohio (the "City") can draw solely to pay principal and interest on public bonds issued by the City for infrastructure development at Easton. The bonds mature on December 1, 2004. Under the terms of the letter of credit, the City can draw funds if Easton property tax revenues are insufficient to cover the debt service requirements of the bonds. The Company does not currently anticipate that the City will be required to draw funds under the letter of credit.

The Company is subject to various claims and contingencies related to lawsuits, income taxes and other matters arising out of the normal course of business. Management believes that the ultimate liability arising from such claims or contingencies, if any, is not likely to have a material adverse effect on the Company's results of operations, financial position or liquidity.

## Accrued Expenses and Other 1,051 x -

[illegible]

### Income Taxes

## Provision for Income Taxes 276

$$\begin{array}{ccccccc} \partial_1 & \rightarrow & \cdots & \rightarrow & \partial_1 \mathcal{P}_1 & \rightarrow & \partial_1 \mathcal{P}_2 \rightarrow \cdots \rightarrow \partial_1 \mathcal{P}_n \rightarrow \partial_1 \mathcal{P}_{n+1} \\ \alpha & \rightarrow & \cdots & \rightarrow & \beta & \rightarrow & \beta_1 \rightarrow \cdots \rightarrow \beta_n \rightarrow \beta_{n+1} \\ & & & & \downarrow & & \downarrow \\ & & & & \mathcal{Q}_1 & & \mathcal{Q}_2 \rightarrow \cdots \rightarrow \mathcal{Q}_n \rightarrow \mathcal{Q}_{n+1} \\ & & & & \downarrow & & \downarrow \\ & & & & \mathcal{P}_1 & & \mathcal{P}_2 \rightarrow \cdots \rightarrow \mathcal{P}_n \rightarrow \mathcal{P}_{n+1} \end{array}$$

### Reconciliation Between the Statutory Federal Income Tax Rate and the Effective Tax Rate

Trial	Control	MCI	AD
1	95	85	75
2	95	85	75
3	95	80	70
4	95	78	68
5	95	75	65

[illegible]

	2002	2001
<b>Effect of Temporary Differences that Give Rise to Deferred Income Taxes</b>		
Assets		
Trade receivables	100	100
Inventory	50	50
Prepaid expenses	20	20
Land	100	100
Buildings	200	200
Accumulated depreciation	(100)	(100)
Equipment	100	100
Accumulated depreciation	(50)	(50)
Goodwill	100	100
Liabilities		
Accounts payable	50	50
Deferred income taxes	100	100
Long-term debt	100	100
Equity		
Common stock	100	100
Retained earnings	100	100
Total	500	500

Assets	
Trade receivables	100
Inventory	50
Prepaid expenses	20
Land	100
Buildings	200
Accumulated depreciation	(100)
Equipment	100
Accumulated depreciation	(50)
Goodwill	100
Liabilities	
Accounts payable	50
Deferred income taxes	100
Long-term debt	100
Equity	
Common stock	100
Retained earnings	100
Total	500

## Long-term Debt

### Unsecured Long-term Debt

Assets	
Trade receivables	100
Inventory	50
Prepaid expenses	20
Land	100
Buildings	200
Accumulated depreciation	(100)
Equipment	100
Accumulated depreciation	(50)
Goodwill	100
Liabilities	
Accounts payable	50
Deferred income taxes	100
Long-term debt	100
Equity	
Common stock	100
Retained earnings	100
Total	500

Assets	
Trade receivables	100
Inventory	50
Prepaid expenses	20
Land	100
Buildings	200
Accumulated depreciation	(100)
Equipment	100
Accumulated depreciation	(50)
Goodwill	100
Liabilities	
Accounts payable	50
Deferred income taxes	100
Long-term debt	100
Equity	
Common stock	100
Retained earnings	100
Total	500

Assets	
Trade receivables	100
Inventory	50
Prepaid expenses	20
Land	100
Buildings	200
Accumulated depreciation	(100)
Equipment	100
Accumulated depreciation	(50)
Goodwill	100
Liabilities	
Accounts payable	50
Deferred income taxes	100
Long-term debt	100
Equity	
Common stock	100
Retained earnings	100
Total	500

### Stock-based Compensation

The Rose Tree

Handwritten musical score for a piece titled "The Rose Tree". The score is written on ten staves. The notation is in a historical style, featuring various note values (minims, crotchets, quavers) and rests. The title "The Rose Tree" is written at the top left of the first staff. The music appears to be a single melodic line, possibly for a voice or a single instrument.

[illegible]

Stock Options Outstanding at February 1, 2003

Options Outstanding				Options Exercisable			
Year	Number of Shares	Exercise Price	Weighted Average Remaining Contractual Term in Years	Year	Number of Shares	Exercise Price	Weighted Average Remaining Contractual Term in Years
2000	50	\$1.00	4.0	2000	50	\$1.00	4.0
2001	50	\$1.00	3.0	2001	50	\$1.00	3.0
2002	50	\$1.00	2.0	2002	50	\$1.00	2.0
2003	50	\$1.00	1.0	2003	50	\$1.00	1.0

### Stock Option Activity

	Q100	Q101	Q102
Q100	1.00	1.00	1.00
Q101	1.00	1.00	1.00
Q102	1.00	1.00	1.00
Q103	1.00	1.00	1.00
Q104	1.00	1.00	1.00
Q105	1.00	1.00	1.00
Q106	1.00	1.00	1.00
Q107	1.00	1.00	1.00
Q108	1.00	1.00	1.00
Q109	1.00	1.00	1.00
Q110	1.00	1.00	1.00
Q111	1.00	1.00	1.00
Q112	1.00	1.00	1.00
Q113	1.00	1.00	1.00
Q114	1.00	1.00	1.00
Q115	1.00	1.00	1.00
Q116	1.00	1.00	1.00
Q117	1.00	1.00	1.00
Q118	1.00	1.00	1.00
Q119	1.00	1.00	1.00
Q120	1.00	1.00	1.00
Q121	1.00	1.00	1.00
Q122	1.00	1.00	1.00
Q123	1.00	1.00	1.00
Q124	1.00	1.00	1.00
Q125	1.00	1.00	1.00
Q126	1.00	1.00	1.00
Q127	1.00	1.00	1.00
Q128	1.00	1.00	1.00
Q129	1.00	1.00	1.00
Q130	1.00	1.00	1.00
Q131	1.00	1.00	1.00
Q132	1.00	1.00	1.00
Q133	1.00	1.00	1.00
Q134	1.00	1.00	1.00
Q135	1.00	1.00	1.00
Q136	1.00	1.00	1.00
Q137	1.00	1.00	1.00
Q138	1.00	1.00	1.00
Q139	1.00	1.00	1.00
Q140	1.00	1.00	1.00
Q141	1.00	1.00	1.00
Q142	1.00	1.00	1.00
Q143	1.00	1.00	1.00
Q144	1.00	1.00	1.00
Q145	1.00	1.00	1.00
Q146	1.00	1.00	1.00
Q147	1.00	1.00	1.00
Q148	1.00	1.00	1.00
Q149	1.00	1.00	1.00
Q150	1.00	1.00	1.00
Q151	1.00	1.00	1.00
Q152	1.00	1.00	1.00
Q153	1.00	1.00	1.00
Q154	1.00	1.00	1.00
Q155	1.00	1.00	1.00
Q156	1.00	1.00	1.00
Q157	1.00	1.00	1.00
Q158	1.00	1.00	1.00
Q159	1.00	1.00	1.00
Q160	1.00	1.00	1.00
Q161	1.00	1.00	1.00
Q162	1.00	1.00	1.00
Q163	1.00	1.00	1.00
Q164	1.00	1.00	1.00
Q165	1.00	1.00	1.00
Q166	1.00	1.00	1.00
Q167	1.00	1.00	1.00
Q168	1.00	1.00	1.00
Q169	1.00	1.00	1.00
Q170	1.00	1.00	1.00
Q171	1.00	1.00	1.00
Q172	1.00	1.00	1.00
Q173	1.00	1.00	1.00
Q174	1.00	1.00	1.00
Q175	1.00	1.00	1.00
Q176	1.00	1.00	1.00
Q177	1.00	1.00	1.00
Q178	1.00	1.00	1.00
Q179	1.00	1.00	1.00
Q180	1.00	1.00	1.00
Q181	1.00	1.00	1.00
Q182	1.00	1.00	1.00
Q183	1.00	1.00	1.00
Q184	1.00	1.00	1.00
Q185	1.00	1.00	1.00

# Fair Value of Financial Instruments and Concentration of Credit Risk

## Assets

Assets	2002	2001	2000
Current assets	100.0	100.0	100.0
Non-current assets	100.0	100.0	100.0
Total assets	200.0	200.0	200.0
Liabilities	100.0	100.0	100.0
Equity	100.0	100.0	100.0
Total liabilities and equity	200.0	200.0	200.0

Assets	2002	2001	2000
Current assets	100.0	100.0	100.0
Non-current assets	100.0	100.0	100.0
Total assets	200.0	200.0	200.0
Liabilities	100.0	100.0	100.0
Equity	100.0	100.0	100.0
Total liabilities and equity	200.0	200.0	200.0

## Segment Information

Segment	2002	2001	2000
Segment 1	100.0	100.0	100.0
Segment 2	100.0	100.0	100.0
Segment 3	100.0	100.0	100.0
Segment 4	100.0	100.0	100.0
Segment 5	100.0	100.0	100.0
Segment 6	100.0	100.0	100.0
Segment 7	100.0	100.0	100.0
Segment 8	100.0	100.0	100.0
Segment 9	100.0	100.0	100.0
Segment 10	100.0	100.0	100.0
Segment 11	100.0	100.0	100.0
Segment 12	100.0	100.0	100.0
Segment 13	100.0	100.0	100.0
Segment 14	100.0	100.0	100.0
Segment 15	100.0	100.0	100.0
Segment 16	100.0	100.0	100.0
Segment 17	100.0	100.0	100.0
Segment 18	100.0	100.0	100.0
Segment 19	100.0	100.0	100.0
Segment 20	100.0	100.0	100.0

## Segment Information (continued)

Segment	2002	2001	2000
Segment 1	100.0	100.0	100.0
Segment 2	100.0	100.0	100.0
Segment 3	100.0	100.0	100.0
Segment 4	100.0	100.0	100.0
Segment 5	100.0	100.0	100.0
Segment 6	100.0	100.0	100.0
Segment 7	100.0	100.0	100.0
Segment 8	100.0	100.0	100.0
Segment 9	100.0	100.0	100.0
Segment 10	100.0	100.0	100.0
Segment 11	100.0	100.0	100.0
Segment 12	100.0	100.0	100.0
Segment 13	100.0	100.0	100.0
Segment 14	100.0	100.0	100.0
Segment 15	100.0	100.0	100.0
Segment 16	100.0	100.0	100.0
Segment 17	100.0	100.0	100.0
Segment 18	100.0	100.0	100.0
Segment 19	100.0	100.0	100.0
Segment 20	100.0	100.0	100.0

1. Information regarding the company's financial position and results of operations for the periods ended December 31, 2002, 2001, and 2000, is presented in the accompanying financial statements.

2. Management has determined that the company's financial position and results of operations for the periods ended December 31, 2002, 2001, and 2000, are presented in the accompanying financial statements.

3. As a result of the sale of the company's 100% interest in the subsidiary, the company's financial position and results of operations for the periods ended December 31, 2002, 2001, and 2000, are presented in the accompanying financial statements.

4. The company's financial position and results of operations for the periods ended December 31, 2002, 2001, and 2000, are presented in the accompanying financial statements. The company's financial position and results of operations for the periods ended December 31, 2002, 2001, and 2000, are presented in the accompanying financial statements.





# Report of Independent Accountants

To the Board of Directors & Shareholders of  
United Brands, Inc.

In our opinion, the accompanying consolidated balance sheets and the related consolidated statements of income, of shareholders' equity and of cash flows present fairly, in all material respects, the financial position of United Brands, Inc. and its subsidiaries at February 1, 2003 and February 2, 2002, and the results of their operations and their cash flows for each of the three years in the period ended February 1, 2003, in conformity with accounting principles generally accepted in the United States of America. These financial statements are the responsibility of the Company's management; our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits of these statements in accordance with auditing standards generally accepted in the United States of America, which require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

As discussed in Note 3 to the consolidated financial statements, the Company adopted Statement of Financial Accounting Standards No. 144, "Accounting for the Impairment or Disposal of Long-Lived Assets," which changed the method of accounting for discontinued operations.

*Principles & Partners, LLP*

Columbus, Ohio  
February 27, 2003

## Market Price and Dividend Information

The Company's common stock is traded on the New York Stock Exchange (NYSE). On February 1, 2003, there were approximately 66,500 shareholders of record. However, when including active associates who participate in the Company's stock purchase plan, associates who own shares through Company-sponsored retirement plans and others holding shares in broker accounts under street names, the Company estimates the shareholder base to be approximately 214,000.

		Market Price High	Market Price Low	Cash Dividend Per Share
Fiscal Year 2002	Fourth quarter	\$16.50	\$12.11	\$0.07
	Third quarter	17.11	12.50	0.07
	Second quarter	22.34	16.36	0.07
	First quarter	20.00	15.96	0.07
Fiscal Year 2001	Fourth quarter	\$18.95	\$11.56	\$0.05
	Third quarter	17.63	8.88	0.05
	Second quarter	17.30	14.94	0.05
	First quarter	18.99	14.81	0.05

Executive Officers	<b>Leslie H. Weener</b>	Chairman and Chief Executive Officer		
	<b>Leonard A. Schlosinger</b>	Vice Chairman and Chief Operating Officer		
	<b>V. Ann Hahley</b>	Executive Vice President and Chief Financial Officer		
Business Unit Leaders	<b>Robert Sturm</b>	President and Chief Executive Officer	Intimate Beauty Corporation	
	<b>Ed Burdick</b>	Vice President and General Manager	Ham-Sandals	
	<b>Neil S. Finkle</b>	Chief Executive Officer	Bath & Body Works	
	<b>James Hertz</b>	President	The Limited	
	<b>Christopher Michaels</b>	President	White Barn Goods Company	
	<b>Grace A. Nichols</b>	President and Chief Executive Officer	Victoria's Secret Stores	
	<b>Jeff Sherman</b>	Chief Executive Officer	The Limited	
	<b>Samuel T. Stevens</b>	President	Bath & Body Works	
	<b>Jerry Stritzke</b>	Chief Executive Officer	Mail Products	
	<b>Sharon Justice Tynney</b>	President and Chief Executive Officer	Victoria's Secret Stores	
	<b>Michael A. Weiss</b>	President and Chief Executive Officer	Footwear	
Sales Functions	<b>Marie Holman-Ray</b>	President	Design Services	
	<b>Barry D. Kaufman</b>	President	Real Estate	
	<b>Nicholas Lefkowitz</b>	President	Logistics Services	
	<b>Edward G. Rapch</b>	President and Chief Marketing Officer	Brand and Creative Services	
	<b>Jim J. Rickar</b>	President and Chief Information Officer	Technology Services	
	<b>Gene Tordella</b>	President	Store Design and Construction	
	<b>Shuart B. Burghenier</b>	Senior Vice President and Controller	Finance	
	<b>Timothy J. Fallon</b>	Vice President	Treasury, Mergers and Acquisitions	
	<b>George R. Fineyelman</b>	Senior Vice President	Brand and Business Planning	
	<b>Samuel P. Frost</b>	Senior Vice President	General Counsel and Secretary	
	<b>Mark A. Glens</b>	Senior Vice President and Chief Stores Officer	Store Operations	
	<b>David H. Henson</b>	Vice President	HR	
	<b>Patricia Harwell</b>	Senior Vice President	Merchandise Planning and Allocation	
	<b>Tom Katsamoyannis</b>	Vice President	Communications and Investor Relations	
	<b>Balthazar Knapik</b>	Vice President	Internal Audit	
	<b>Bruce A. Bell</b>	Senior Vice President and Counsel	Company Affairs	
	<b>Jerry Stritzke</b>	Senior Vice President and Chief Sourcing Officer	Production and Sourcing	
	<b>Tracy Thomas Truitt</b>	Senior Vice President	Finance	
Board of Directors	<b>Leslie H. Weener</b>	Chairman and Chief Executive Officer	Limited Brands	Columbus, Ohio
	<b>Leonard A. Schlosinger</b>	Vice Chairman and Chief Operating Officer	Limited Brands	Columbus, Ohio
	<b>V. Ann Hahley</b>	Executive Vice President and Chief Financial Officer	Limited Brands	Columbus, Ohio
	<b>■ Eugene M. Freedman</b>	Senior Advisor and Director	Munich-Klepper Partners, Inc.	Cambridge, Massachusetts
	<b>■ G. Gordon Ose</b>	Chairman	Yonkers University	Yonkers, New York
	<b>■ James L. Macbeth</b>	Baker Foundation Professor	Graduate School of Business Administration, Harvard University	Boston, Massachusetts
	<b>■ Barbara Jordan</b>	Executive Vice President and Chief Administrative Officer	Nationwide	Columbus, Ohio
	<b>David T. Kellat</b>	Chairman	20, Inc.	Westerville, Ohio
	<b>■ Donald B. Shankelford</b>	Chairman of the Board	First Trust Bank, Central Ohio	Columbus, Ohio
	<b>■ Alex Shumaker</b>	Managing Partner	Squire, Sanders & Dempsey, LLP	Columbus, Ohio
	<b>■ Alan R. Tessler</b>	Chairman and Chief Executive Officer	International Finance Group, Inc.	New York, New York
	<b>Martin Truitt</b>	Senior Advisor	Limited Brands	Palm Beach, Florida
	<b>■ Margaret S. Weener</b>	Attorney at Law		Columbus, Ohio
	<b>■ Raymond Zimmerman</b>	Chairman of the Board	StapleAid.com	Boca Raton, Florida

■

Member of the Audit Committee

■

Member of the Compensation Committee

■

Member of the Finance Committee

■

Member of the Nominating Committee

Outgoing Information	<b>Headquarters</b>	United Brands Three United Parkway Columbus, Ohio 43260		(614) 415, 1000 www.UnitedBrands.com		
	<b>Annual Meeting</b>	The annual meeting of shareholders is scheduled for 9:00 AM, Monday, May 18, 2009		Three United Parkway Columbus, Ohio 43260		
	<b>Stock Exchange Listings</b>	New York Stock Exchange (Trading Symbol "UBF")		Commonly listed in newspapers as "United"		
	<b>Overseas Offices</b>	Americas: Hong Kong Portland, Maine	Asia: Japan: Seoul	Europe: London Shanghai	Other Cities: Guatemala City Mexico City Taipei The Chi-Min City Milan Tokyo	
	<b>10-K Report and Information Requests</b>	A copy of Item 10-K, as well as all other SEC filings, is available without charge through our Web site, www.unitedbrands.com, or upon written request to: United Brands, Investor Relations, Three United Parkway, Columbus, Ohio, 43260. These reports are available as soon as reasonably practicable after such material is electronically filed with or furnished to the Commission. For information please call (614) 415, 1400.				
	<b>Stock Transfer Agent, Registrar, and Dividend Agent</b>	Pacheco 1529 West 9th Street, Suite 300 Charlotte, NC 28208-1152 800-429-8432				
	<b>United Brands</b>	As of February 1, 2009: Number of associates: 98,000 Approximate shareholder bases: 214,000		Founded: 1983	OOO: United Brands	
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Additional quarterly sales and quarterly earnings data for 2008	February Sales \$206.02		<b>First Quarter Earnings</b> \$51.000			
	March Sales \$217.00		<b>Second Quarter Earnings</b> \$61.100			
	April Sales \$506.00		<b>Third Quarter Earnings</b> \$100.000			
	May Sales \$606.02		<b>Fourth Quarter Earnings</b> \$100.000			
	June Sales \$1,150.02					
	July Sales \$807.00					
	August Sales \$604.00					
	September Sales \$506.00					
	October Sales \$1,006.00					
	November Sales \$1,004.00					
	December Sales \$1,006.00					
	January Sales \$1,006.00					
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	Web audio of the quarterly earnings conference calls can be accessed through our Web site, www.unitedbrands.com.		Audio copies of both monthly sales and quarterly earnings conference calls can be accessed through our Web site, www.unitedbrands.com, or by calling 800-527-8001. Following the conference call, please call 1-800-527-8001.			
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